

Gender Pay Gap Report

Inclusion and Diversity are central to who we are, and closing our Gender Pay Gap remains a critical priority. We are committed to creating a workplace where women are recognised for their contribution and have the opportunity to succeed at every stage of their careers.

Women play a vital role across our organisation, and we strive to build environments where they can thrive as part of our broader Inclusion and Diversity ambitions. We know that our long-term performance is strengthened when women are fully able to reach their potential.

Throughout 2024 and into 2025, we continued to strengthen our focus on gender diversity. We set ambitious gender representation targets, sponsored by our Executive Leadership Team, and reinforced policies that support women in the workplace. Ensuring fair and equitable practices that enable women's progression remains essential to strengthening representation in leadership roles and across the wider organisation. We continue to identify and address barriers that impact women's development and career progression.

During the organisational changes that took place through 2024 and 2025, we closely monitored representation to maintain a strong gender balance. As of April 2025, women accounted for 54% of our overall UK headquarters workforce. Our continued focus on

areas such as talent acquisition, development, succession planning and mentoring has helped us increase the representation of women in management. Female representation across our Executive Committee and their direct reports reached 38.5% in 2025, continuing our progression from 37% in 2024. This reflects substantial improvement from 18% in 2017, when UK gender pay gap reporting began.

As we build on this progress, we are enhancing the support available to women at all levels, from early career pathways through to senior leadership. Alongside improving the day-to-day experience of women in the workplace, these efforts contribute to an inclusive organisation where everyone can thrive and perform at their highest level.



Duncan Wanblad
Chief Executive | Anglo American plc

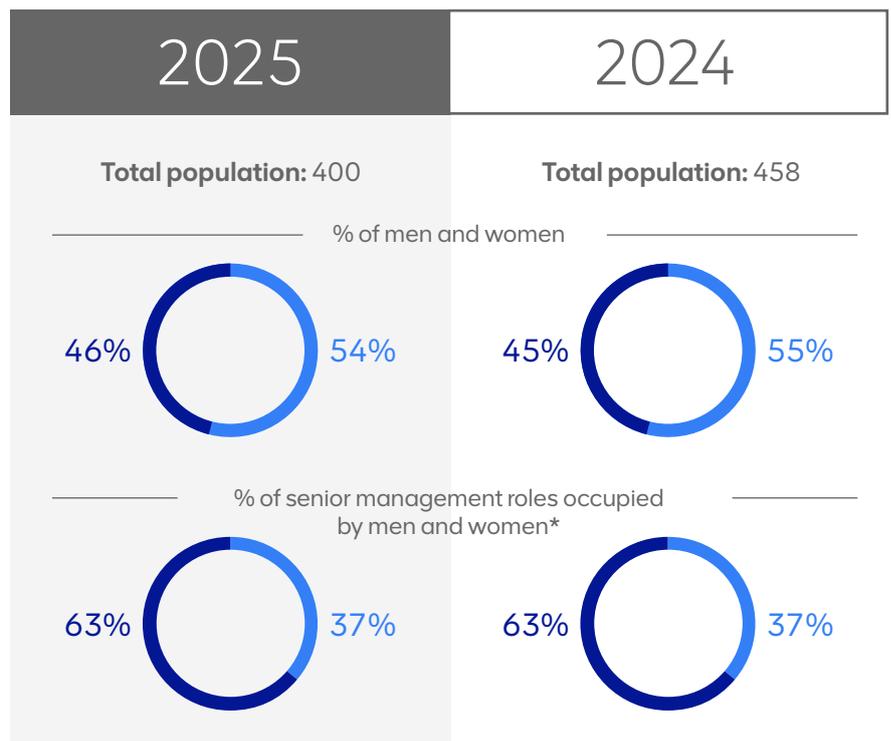
Anglo American in the UK

Anglo American Services (UK) Limited employs the majority of our UK-based workforce and primarily delivers head office corporate services that support Anglo American's global operations.

The following sets out the information required by the UK regulation for Anglo American Services (UK) Limited, as at 5 April 2025.

Our UK mean hourly pay gap stands at 24.1%. This marks a further 6.8% reduction from 2024, building on the 8.0% improvement achieved between 2022 and 2024. While we are encouraged by this sustained progress, the remaining gap is primarily due to the concentration of men in our most senior UK head office positions, as highlighted in our quartile analysis.

On a global level, our gender pay gap now stands at 9.7%, demonstrating the greater balance across our international operations. This marks a considerable improvement from 14.2% in 2024, driven by co-ordinated efforts and targeted initiatives across our global business.



■ Men ■ Women

* Senior Management is defined as Anglo American's Group Management Committee and the level of management reporting into that committee, based in the UK.

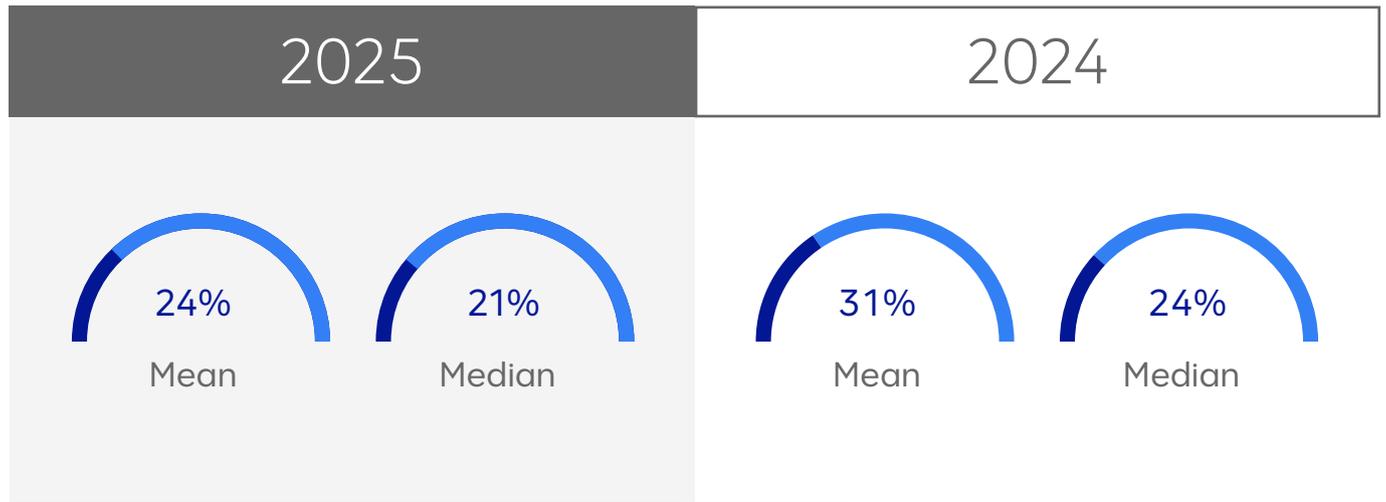
Metrics 1 and 2

Hourly pay gap

Anglo American is a global mining business headquartered in the UK, where the majority of our senior leadership team is based. The pay gaps shown reflect the current structure of our workforce, with more men than women represented in the most senior and higher paid roles.

At the snapshot date of 5 April 2025, Anglo American Services (UK) Limited comprised of:

- A UK workforce of 400 employees of which 46% (184) were men and 54% (216) were women;
- While we have seen an improvement in gender balance year-on-year, despite organisational change during the year, the senior management population continued to be made up of a higher proportion of men (61.5%) than women (38.5%);
- A 24% mean and 21% median UK hourly pay gap is reported (2024: 31% mean and 24% median).

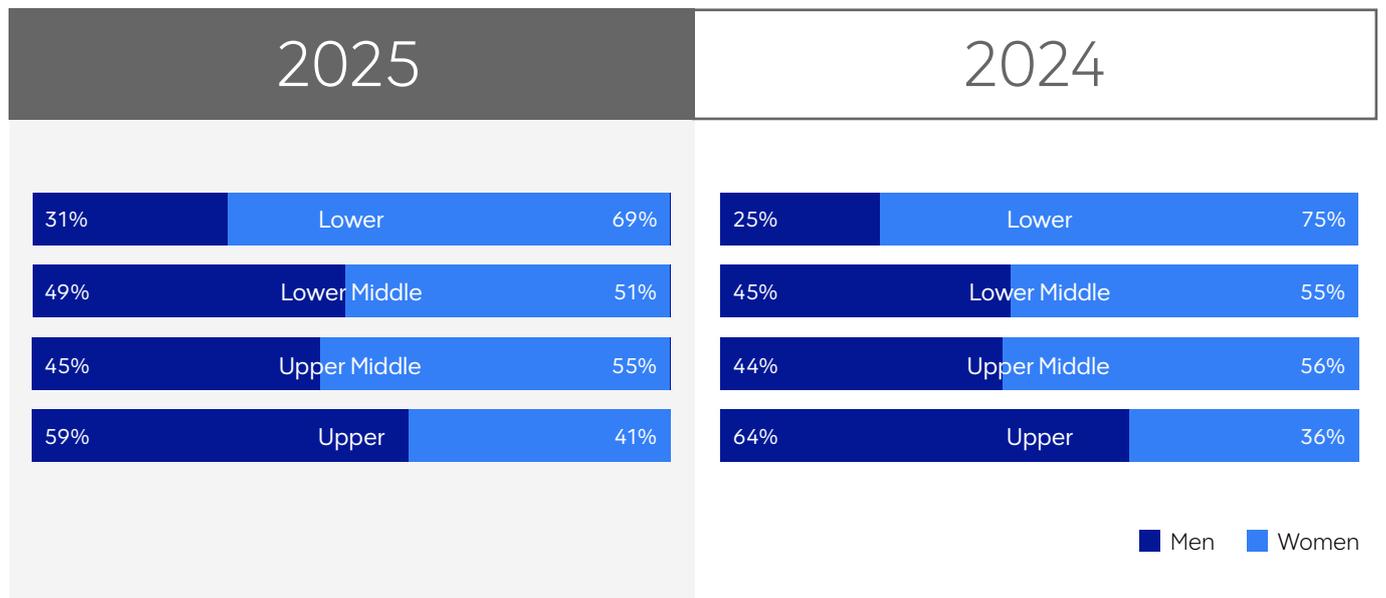


Metric 3

Hourly pay gap ratios

Metric 3 ranks Anglo American’s 400 UK employees’ hourly pay from lowest to highest and then splits the number of employees into equally sized groups.

While the chart highlights a slight decrease in female representation in the lower and upper middle quartiles and an increase in the upper quartile from 2024 to 2025, signalling positive progress, male employees continue to be proportionally more represented in the higher pay quartiles than female employees.



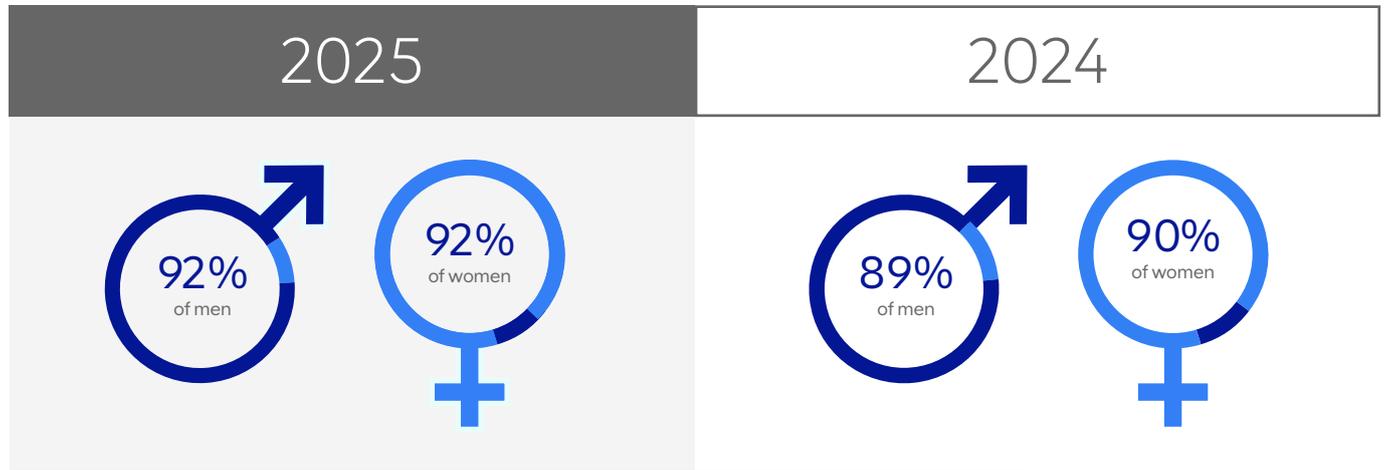
■ Men ■ Women

Metric 4

Proportion of employees awarded a bonus for 2025

Anglo American’s UK performance pay schemes operate irrespective of gender, with the majority of UK employees eligible to receive variable bonus pay

during the year. 2025 saw 92% of male and 92% of female employees receive a bonus.



Note: The population for which bonus pay refers was 403 employees, reflecting the different rules for the statutory reporting of hourly rate and bonus figures.

Metrics 5 and 6

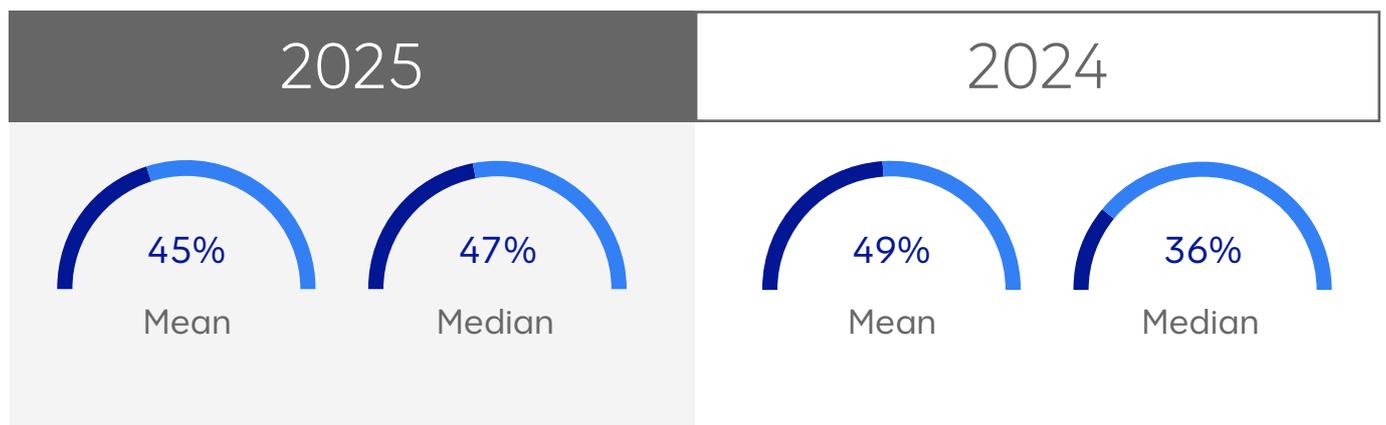
Bonus pay gap

The bonus pay gap continues to be influenced by the same structural factors as the hourly pay gap, with more men than women represented in the most senior UK headquarters roles. These senior roles typically have higher variable performance pay opportunities than roles in the wider workforce, which contributes to the gap.

The ongoing reduction in the mean bonus pay gap for 2025 reflects the increasing representation of women

in senior positions, although the full effect of this shift is moderated by multi year bonus vesting periods.

While the mean bonus pay gap narrowed, the median bonus pay gap increased between 2024 and 2025. This indicates that although women’s mean bonus pay continued to move closer to men’s, the relative growth at the median level was more favourable to men.



The UK Gender Pay Gap reporting requirement

The UK Gender Pay Gap reporting requirement is a regulation under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that is designed to provide public transparency in relation to the difference between men’s and women’s earnings within a company. This regulation came into effect on 6 April 2017 and all UK registered companies that employ, in the UK, 250 or more people are required to disclose the specifically defined information by 4 April 2026. The source data for the required information must be

at the ‘snapshot date’ of 5 April 2025. Anglo American is confident that it complies with the UK’s Equal Pay legislation, which governs the right to equal pay between men and women for equal work. I confirm the data reported is accurate.

Richard Price
Chief Legal & Corporate Affairs Officer